



## Board of Directors Regular Board Meeting Minutes April 28, 2022 | 10:00 a.m.

The Board of Directors of the Denton County Transportation Authority (DCTA) convened the Regular Meeting of the Board of Directors with Chair Cesar Molina presiding on April 28, 2022, at 10:00am located at the DCTA Administrative Offices.

### Voting Members

Chair Cesar Molina, Denton County  
Vice-Chair TJ Gilmore, City of Lewisville  
Secretary Dianne Costa, City of Highland Village  
Board Member Andy Eads, Denton County  
Board Member Alison Maguire, City of Denton

### Alternates

Board Member Jody Gonzalez, Denton County  
Board Member Kristin Green, City of Lewisville  
Board Member Pat Smith, City of Denton  
Board Member Paul Stevens, City of Highland Village

### Non-Voting Members

Board Member Tom Winterburn, City of Corinth  
Board Member Dennie Franklin, City of Frisco  
Board Member Connie White, Small Cities  
Board Member Mark Miller, City of Flower Mound  
Board Member Joe Perez, City of The Colony

### Legal Counsel

Joe Gorfida, NJDHS

### INTERIM DCTA CEO

Paul Cristina

### CALL TO ORDER

Chair Molina called the meeting to order at 10:07am. All voting board members were present. The following alternate/non-voting board members were present: Jody Gonzalez, Kristin Green (departed at 3:04pm), Paul Stevens, Connie White and Tom Winterburn. Pat Smith participated virtually. The Board recessed at 12:18pm and reconvened at 12:47pm.

### INVOCATION

Secretary Costa provided the invocation.

### PLEDGE OF ALLEGIANCE

The Pledge of Allegiance to the United States and Texas flags were conducted.

## INTRODUCTIONS

There were no introductions.

## PUBLIC COMMENT

The following individuals addressed the Board of Directors during this time.

Eva Grecco (virtual)

Kristine Bray (virtual)

## CONSENT AGENDA

1. Consider Award of Unarmed Uniformed Security Guard Services for Bus Operations Facility and Downtown Denton Transit Center

[\(packet pages 8-89\)](#)

*Action Item*

Backup Information: Memo  
Exhibit 1: Solicitation 22-03  
Exhibit 2: Vets Securing America Proposal  
Exhibit 3: Evaluation Consensus Average

2. Consider and Approve Extension of Lease Agreement for the Administration Building

[\(packet pages 90-103\)](#)

*Action Item*

Backup Information: Memo  
Exhibit 1: Third Amendment (proposed)  
Exhibit 2: Second Amendment  
Exhibit 3 First Amendment

3. Consider Approval of a Memorandum of Understanding (MOU) with Dallas Area Rapid Transit (DART) and Trinity Metro for Rail Liability Insurance Administration

[\(packet pages 104-110\)](#)

*Action Item*

Backup Information: Memo  
Exhibit 1: Memorandum of Understanding

4. Consider approval of Regular Meeting Minutes dated March 7, 2022 and March 24, 2022

[\(packet pages 111-133\)](#)

*Action Item*

Backup Information: Exhibit 1: March 7, 2022 Minutes  
Exhibit 2: March 24, 2022 Minutes

*Motion by Vice-Chair Gilmore with a second by Board Member Maguire to approve the Consent Agenda as presented. Motion passes 5-0.*

## REGULAR AGENDA

### 1. Discuss and Consider Approval of the 2022 Title VI Policy and Approve a Resolution Adopting the Program (packet pages 134-283)

#### Action Item

Presenters: Gibran Hadj-Chikh, Kittelson & Associates, Inc.  
Krista Purser, Kittelson & Associates, Inc.  
Athena Forrester, AVP Regulatory Compliance/DBE Liaison

Backup Information: Memo  
Exhibit 1: Resolution  
Exhibit 2: 2022 Title VI Program

Gibran Hadj-Chikh and Krista Purser from Kittelson & Associates presented the report highlighting the following:

- What is a Title VI Policy?
- Key Change: Less than 50 fixed route operating vehicles in peak season
- Next Steps: Submit to FTA by June 1, 2022

*Motion by Board Member Maguire with a second by Secretary Costa to approve Resolution R22-05 adopting the updated Title VI Program. Motion passes 5-0.*

### 2. Discuss Mobility Services Update (packet pages 284-285)

#### Discussion Item

Presenters: Javier Trilla, AVP Innovation and Information Technology  
Chris Newport, Accenture  
Ari Luks, Via  
George Brighten, Via

Backup Information: Memo

*Note: This discussion was combined with Regular Agenda #3. No Board action required for this item.*

### 3. Discuss and Consider Approval of Contract Amendment for Additional GoZone Service Hours and Consider Approval of a Resolution Approving Budget Revision 2022-10B (packet pages 286-308)

#### Action Item

Presenters: Javier Trilla, AVP Innovation and Information Technology  
Chris Newport, Accenture

Backup Information: Memo  
Exhibit 1: NTE Amendment and SLA Scenarios  
Exhibit 2: Amendment #6 – Additional GoZone Service Hours and SLA  
Exhibit 3: Draft Resolution with the following Exhibits:  
“A”: Option 1 - Budget Revision 2022-10A  
“B”: Option 1 - Change in Net Position (DCTA Only)

- “B-1”: Option 1 - Change in Net Position (DCTA + NTMC Combined)
- “C”: Option 2 – Budget Revision 2022-10B
- “D”: Option 2 – Change in Net Position (DCTA Only)
- “D-1”: Option 2 – Change in Net Position (DCTA + NTMC Combined)

*Note: This discussion was combined with Regular Agenda #2.*

Javier Trilla, AVP of Innovation and Information Technology; Chris Newport, Accenture; Ari Luks and George Brighten from Via, provided an update highlighting the following:

- GoZone Rider Support Volumes (September-March)
- Rider Support Performance and Overview
- Complaints Overview (Definition of Complaint, Volume (March 2022), Rides with Complaint
- Top Complaint Types (Rider Issue with Fees/Charges, Rider Issue with App, Driver Behavior, Other)
- Via’s Approach to Driver Acquisition and Engagement (Screening, Training, Retention)
- Total Connect and GoZone Rides
- Total Rides and Driver Hours (September 2021-March 2022)
- Utilization and Rides (September 2021- March 2022)
- Aggregation (September 2021 – March 2022)
- Passengers Per Booking (September 2021 – March 2022)
- Ridership – Total Service Cost
- Seat Unavailable (%) and Driver Hours
- Average Proposed ETA (September 2021 – March 2022)
- Year 1 Budget and Operational Forecast
- Average Monthly Van Hours
- Proposed Service Level Agreements
- Expansion of Lewisville operating zone to include proposed expansions at no additional cost to DCTA
- Service Design – Approach
- State of the System (Transit Propensity Factor, High-Propensity Groups, Low-Propensity Groups)
- State of the System (Transit Propensity-Weighted Population Density)
- State of the System – Denton (Average monthly ridership, productivity of service)
- State of the System – Lewisville/Highland Village (Lewisville employer locations, ridership in Castle Hills and four (4) main clusters of ridership
- Denton Connect Productivity Summary Table
- Denton GoZone Origin and Destination Analysis
- UNT Area
- Lewisville GoZone Origin and Destination Analysis
- Service Design – Preliminary Insights and Next Steps
- Assessing Impact of Fare Changes on Demand
- Fare Revenue Scenarios
- Single Ride Fare Concept
- Ride Pass Benefits

- Potential GoZone Ride Pass Structure
- Fixed Route “Fare Free” Policy Examples
- GoZone Service Hours – Investment Scenarios
- Proposed Service-Level Agreements

Board discussion regarding timeline for public dashboard (Board review and release to public), improvements to booking a ride by phone or app (Via to research numbers), training agents to redirect to the app, percentage of individuals who complete surveys, location of the call centers (Manila, El Salvador, Philippines and Salt Lake City), “Talk Desk” technology, clarification of complaints and a request to include data that includes complaints, driver/rider safety (i.e. instances where removal of driver is necessary, what disqualifies drivers in Texas, defensive driving courses, process of reporting allegations of unsafe driving), clarification of Connect numbers regarding UNT, clarification of the distribution of average wait times, “seat unavailability”, dealing with demand and growth of ridership, clarification of service level agreement (i.e. if not met), method of reporting (audit) to DCTA and Board, ridership decreasing projection assumptions (i.e. seasonal?), quality of service estimates and expectations, long-term versus short-term approach to service improvements, federal funding, current service levels, fare change decision timeline, and clarification of “pass value” fare capping/conversion in the future.

The following was requested by the Board:

- Receive a side-by-side comparison of driver safety accountability across transportation modes
- To take a proactive approach in driver/rider safety (since individuals are driving as a “profession” and not leisure) by providing a “refresher” driving course
- Review geographic detail for “seat unavailability” distribution
- DCTA staff to meet with Lewisville Planning staff to have discussions of cost impact regarding coverage for areas 5, 3 and 4
- Comprehensive data regarding customer complaints (i.e. include data received by DCTA)

*Motion by Board Member Eads with a second by Secretary Costa to approve Amendment No. 6 to Task Order No. 1 with River North Transit LLC (Via) to provide additional GoZone service hours through September 6, 2022, in accordance with Scenario/Option 2 in the amount of \$1,467,690 and Resolution R22-06 for Budget Revision 2022-10B. Motion passes 4-1. Board Member Maguire opposed.*

4. Discuss Public Involvement Plan as it Relates to Comprehensive Operations and Fare Structure Analysis and General Communications Plan Update  
([packet page 309](#))

*Discussion Item*

Presenter: Pamela Burns, Director of Public Involvement and Communications  
Backup Information: Memo

Pamela Burns, Director of Public Involvement and Communications, provided the report highlighting the following:

- Budget and Contracts
- Department Services and Supplies Budget
- Advertising Spend Plan – FY 2022 (Print Ads, Digital Ads, Social Media)
- Consultants and Supplier Contracts
- GoZone Bus Stop Signage (Mock-up and Installation)
- Service and Fare Public Involvement Period Plan (Timeline, Listening, Advertising)
- Adjustment of service and fare decision to July Board Meeting – Enables additional public involvement.
- Employer Outreach (Top 10 Employers in Lewisville and Denton)
- Ridership Campaigns
- Regional Coordinator and Next Steps
- Communications Committee (Denton, Highland Village, Lewisville, Denton County)
- Stakeholders

Board discussion regarding “call number” being routed to same place, ADA compliance, “empty” trains, and timeline to reach out to employers once goals are set (will be discussed during Board Strategic Planning Work Session).

It was the consensus of the Board to move forward with repurposing bus stops and to adjust the service and fare decision to be discussed during the July Board meeting to enable additional public involvement. It was the request of the Board to have all public information materials sent to the Board for information.

*No Board action required at this time.*

5. **Consider Ratification of a Task Order with Accenture LLC, to provide Human Resources Continuity Management Services**  
[\(packet pages 310-317\)](#)

*Action Item*

Presenter: Paul Cristina, Interim CEO

Backup Information: Memo

Exhibit 1: Executed Task Order 5

Paul Cristina, Interim CEO, provide the report highlighting the following:

- Estimated Interim Staffing Budget Impacts (April 28, 2022)
- Staff vacancy savings could be offset by Finance and Accounting and Human Resources interim staffing costs within 90 days

Board discussion regarding vacant positions in the Finance Department.

*Motion by Secretary Costa and second by Board Member Maguire to ratify Task Order 5 with Accenture, LLC in the amount of \$50,000 for Human Resources Continuity Management Services. Motion passes 5-0.*



6. Discuss and Consider Approval of Financial Authority to Execute Task Order(s) with Accenture, LLC and Agreement(s) with Robert Half Account Temps for Interim Staffing Support Services (packet pages 318-319)

*Action Item*

Presenter: Paul Cristina, Interim CEO

Backup Information: Memo

Paul Cristina, Interim CEO, provided the report highlighting the following:

- Finance and Human Resources Organization
- Business Continuity Support – Status Update and Deliverable Samples
- Human Resources and Finance Permanent Hire Recruiting
- Human Resources and Finance Process Flow – Accenture/DCTA Staffing
- ERP Alternative Selection: Workstream Update
- Conceptual Interim Staffing Timeline
- Interim Staffing Budget Impacts and Financial Plan

Board discussion regarding clarification of Accounting Temp 1 (temporary to permanent hire), concerns with new leadership and the installation of a new ERP system simultaneously, funding sources, and the workload/staff balance due to new automated system.

*Motion by Board Member Eads with a second by Secretary Costa to approve for expenditure not to exceed \$236,250 to execute Task Order(s) with Accenture, LLC and Agreement(s) with Robert Half Associates for Interim/Temporary Staffing Support Services for the Human Resources and Finance Departments. Motion passes 5-0.*

7. Discuss Transformation Initiative and Agency Staffing (packet page 320)

*Discussion Item*

Presenter: Chris Newport, Accenture

Backup Information: Memo

Chris Newport, Accenture, provided the report highlighting the following:

- Organizational Design Levers (Simplification/Elimination, Intelligent Automation, Organization Optimization, Operating Model Alignment, Capability Development)
- Organization Staffing: Pre-COVID to March 2022
- DCTA Capability Improvement Priority Heat Map
- Finance and Accounting-related Manual Activities
- DCTA Organization and Management Structure – Current DCTA Only
- DCTA Organization and Management Structure – Retained Employees Only (March 2022)
- DCTA Organization and Management Structure – with NTMC and RGPC
- DCTA Organization and Management Structure – Bus & Rail Operations and Contractor/Consultant Contracts
- Organization Design and Suggested Areas of Focus
- DCTA Potential Realignment
- DCTA Potential Realignment and Roles

Board discussion regarding Via customer service, NTMC/RGPC staff reporting, NTMC (pros/cons of structure), Chief Safety Officer clarification of role, ERP position/function clarification, clarification of DIR vs FTE roles and discussion of the role of NTMC during the Board Strategic Planning Work Session on June 10, 2022.

*No Board action require at this time.*

8. Consider Award of a Task Order with Lockwood, Andrews, and Newnam (LAN) in the amount of \$138,022 for the A-train Enhancement Study  
([packet pages 321-332](#))

*Action Item*

Presenter: Paul Cristina, Interim CEO

Backup Information: Memo

Exhibit 1: Statement of Work – A-train Enhancement Study

Paul Cristina, Interim CEO provided the report highlighting the following:

- A-train Value Objectives  
(1. Improve schedule and frequency for regional connectivity 2. Consider service extension to new station as Carrollton 3. Consider new station at Corinth)
- Current Opportunity: Anticipated timeline for DART investment in Trinity Mills – Downtown Carrollton segment could align with additional investment to extend A-train
- Define Capital Program Requirements per Objective
- Scope Summary
- Developing the Program
- Conceptual Timeline

Board discussion regarding Corinth and Carrollton.

*Motion by Board Member Eads with a second by Vice-Chair Gilmore to approve Task Order 13 with Lockwood, Andres, and Newman (LAN) in the amount of \$138,022 for the A-train Enhancement Study. Motion passes 5-0.*

9. Consider Approval of Monthly Financial Statements for March 2022 and Quarterly Reports for Q2 FY2022  
([packet pages 333-360](#))

*Action Item*

Presenter: Marisa Perry, Chief Financial Officer/VP of Finance

Backup Information: Memo 1

Exhibit 1(a): Monthly Financial Statements – March 2022

Exhibit 1(b): Capital Projects Budget Report – March 2022

Memo 2

Exhibit 2: Quarterly Investment Report Q2 FY2022

Memo 3: Quarterly Grants Report Q2 FY2022



Marisa Perry, CFO/VP of Finance provided the report highlighting the following:

- Account Summary (Beginning value as of 12/31/21 and ending value as of 03/31/22)
- Allocation by Security Type
- Benchmark Comparison (March 31, 2022)
- Grant Activities

Ms. Perry also noted that staff is preparing for the Triennial Review that is tentatively scheduled for the week of May 30, 2022.

*Motion by Board Member Maguire with a second by Board Member Eads to approve the monthly financial statements for March 2022, the quarterly investment report for Q2 2022 and the quarterly grants report for Q2 2022. Motion passes 5-0.*

10. Consider and Approve a Third Amendment to the Interlocal Agreement (ILA) with Trinity Metro to Increase the Authorization Amount and Consider and Approve Task Order Increase with Lyft for Alliance  
(packet pages 361-377)

*Action Item*

Presenter: Rusty Comer, Senior Manager of Mobility Services  
Backup Information: Memo  
Exhibit 1: Third Amendment to ILA with Trinity Metro  
Exhibit 2: Task Order #13.2 Lyft for Alliance Services

Athena Forrester, AVP/Regulatory Compliance/DBE, presented the report to the Board.

Board discussion regarding clarification that any expenditure with Lyft is being reimbursed at 100% with a 20% administrative fee.

*Motion by Vice-Chair Gilmore with a second by Secretary Costa to approve the Third Amendment to the Interlocal Agreement (ILA) with Trinity Metro and increase the authorization amount of the Task Order with Lyft to allow for continued services to the Alliance area for the remainder of the funds available from North Central Texas council of Governments (NCTCOG) in the amount of \$322,500 with \$268,750 of those funds earmarked for Task Order 13 with Lyft until January 31, 2023. Motion passes 5-0.*

11. Consider Approval of a Resolution Approving Budget Revision 2022-11  
(packet pages 378-392)

*Action Item*

Presenter: Amanda Riddle, Senior Manager of Budget  
Backup Information: Memo  
Exhibit 1: Resolution with the following Exhibits:  
“A”: Budget Revision 2022-11  
“B”: Change in Net Position (DCTA Only)  
“B-1”: Change in Net Position (DCTA + NTMC Combined)  
Exhibit 2: Year-to-Date FY22 Budget Revisions

Marisa Perry, CFO/VP of Finance provided the report highlighting the following:

- Vanpool
- Trinity Metro/Alliance Lyft
- Joint Rail Operations and Maintenance Facility (JROF)
- General and Administrative Staffing
- NTMC COVID Leave and Vaccination Pay
- Sales Tax Revenue

Board discussion regarding funding for executive search and federal funds for COVID (what DCTA has received).

As this was Ms. Perry's last Board Meeting, the Board commended her dedication to DCTA and wished her success in her future endeavors.

*Motion by Board Member Maguire with a second by Secretary Costa to approve Resolution R22-07 authorizing Budget Revision 2022-11 for the FY 2022 Operating and Capital Budget. Motion passes 5-0.*

## 12. Federal Legislative Update

([packet page 393](#))

*Discussion Item*

Presenter: Chris Giglio, Capital Edge

Backup Information: Memo

Chris Giglio, Capital Edge and Brittney Farr, Director of Government Affairs, provided the reporting highlighting the following:

- Department of Transportation Budget – FY2022
- Infrastructure Bill Implementation
- Census (Census Bureau designating “urbanized areas”)
- Mask Mandate (CDC extended until May 3, 2022)

*No Board action required at this time.*

## 13. Discuss Local and Regional Transportation Updates and Legislative Issues

([packet pages N/A](#))

*Discussion Item*

Secretary Costa reported on the following:

- RTC – Unified Plan Work Program
- Northern Collin County Rider assistance Program – DART is not renewing agreement. North Central Texas Council of Governments (NCTCOG) will be reaching out to DCTA to see if any interest.
- April – Distracted Driving Awareness Month
- Mobility 2045 Update

Interim CEO Cristina reported on the following:

- Silver Line Project

## INFORMATIONAL REPORTS

### 1. Monthly Financial Reports

(packet pages 394-400)

Backup Information: Memo 1: Monthly Sales Tax Receipts  
Exhibit 1: FY22 Monthly Sales Tax Report  
Memo 2: Monthly Mobility-as-a-Service Update  
Memo 3: Budget Information

### 2. Monthly Ridership Reports

(packet pages 401-408)

Backup Information: Memo  
Exhibit 1: Ridership by Mode – February 2022  
Exhibit 2: A-train Year-Over-Year Ridership Comparison  
Exhibit 3: Connect and GoZone Ridership by Month and Year  
Exhibit 4: Fixed-Route Ridership – February 2022  
Exhibit 5: Connect Ridership Year-Over-Year by Month  
Exhibit 6: UNT Ridership Year-Over-Year by Month

### 3. Request for Proposal (RFP) Employee Benefits Broker/Consultant Services

(packet page 409)

Backup Information: Memo

### 4. Request for Proposal (RFP) Investment Advisory Services

(packet page 410)

Backup Information: Memo

*No Board action or questions regarding the Informational Reports.*

## FUTURE AGENDA ITEMS AND BOARD MEMBER REQUESTS

Staff will discuss proposed future agenda items. Board members may request an informational item or action item to be added to the next Board meeting agenda.

- Update on Bus Operations Outsourcing – Trinity Metro (Bus Operations Contract RFP)
- **Note:** If appropriate, CEO Weekly updates will be paused the week of Board Meetings. Any important/urgent information will still be provided to the Board if necessary.

## REPORT ON ITEMS OF COMMUNITY INTEREST

Pursuant to Texas Government Section 551.0415 the Board of Directors may report on following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming DCTA and Member City events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.

*None noted.*

#### CONVENE EXECUTIVE SESSION

The Board may convene the Regular Board Meeting into Closed Executive Session for the following:

1. The Board of Directors will convene into Closed Executive Session pursuant to Section 551.074 of the Texas Government Code, Personnel Matters, to deliberate the employment and duties of the Interim Chief Executive Officer.
2. The Board of Directors will convene into Closed Executive Session pursuant to Section 551.072 of the Texas Government Code, Real Estate, Deliberation regarding real property – to deliberate the purchase, exchange, lease, or value of real property – 655 East Main Street, Lewisville, Texas.

The Board convened into Closed Executive Session at 4:33pm. The Board completed Closed Executive Session at 4:58pm.

#### RECONVENE OPEN SESSION

Reconvene and Take Necessary Action on Items Discussed during Executive Session.

The Board reconvened into Open Session at 4:58pm with no action taken.

#### ADJOURN

Chair Molina adjourned the meeting at 4:59pm.



Cesar Molina, Board Chair



Dianne Costa, Board Secretary